

Approved For Release 2003/05/05 : CIA-RDP84-00780R003700110032-7

TRANSMITTAL SLIP

13 May 1970

TO:

Mr. Bannerman via Mr. Coffey

ROOM NO.

BUILDING

REMARKS:

Mr Bannerman -
I'm sorry I delayed this
package. I agree with
action proposal.

11M 1970

FROM:

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Training 3-2

13 MAY 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Problem Solving Seminar #3 - "What kind of Mid-Career Training should be given to employees not selected for the Mid-Career Executive Development Course"

REFERENCES : (a) Seminar #3 Report dtd 7 Nov 69
(b) Memo dtd 1 Apr 70 for DD/S fr DTR, subj: Review of Mid-Career Training
(c) Your memo dtd 8 Apr 70

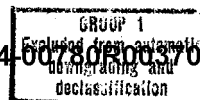
1. Per your request, following are DTR's comments (Reference b) keyed to the recommendation of the Seminar #3 Report.

Seminar #3 Report

DTR Comment

- | | |
|---|--|
| 1. Advocates a Training Program with:
. Some training for all GS-13's and 14's.
. Mid-Career Program - internal and external training - for those selected by Career Boards. The internal training may or may not include the MEDC.
. Career Plan to be completed within five-year period. | 1. Abolish the Mid-Career Program as such. It is not a viable program.
. Retain the Mid-Career Course.
. Five-Year Plans are unrealistic; they don't work out. |
| 2. Establish a two-week course for all GS-13/14 employees comparable to Agency activities portion of MEDC (to include those not selected for the Mid-Career Training Program). | 2. Disagrees. We must first acknowledge that a viable program does not exist rather than attempt to modify it by devising alternative courses. Could foster a feeling of "second class" if not selected for the Mid-Career Course. |

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- | | |
|--|--|
| 3. Establish counselor function on DD/S Staff to administer entire program. | 3. (Per 1 above - abolish the Program). |
| 4. Program participants to be selected by Career Service. | 4. (Per 1 above - abolish the Program). |
| 5. Program participants develop with Office counselor a tailored plan of appropriate training and work experience. | 5. (Per 1 above - abolish the Program).
Office Heads should make selection of best people for Mid-Career Course and other training. |

* Definition of a Mid-Careerist

- | | |
|---|--|
| 6. .GS-13 and GS-14.
.Not to be limited to 35-45 age bracket.
.With sufficient career time left for Agency to realize a return. | 6. .GS-12 to GS-14 range.
.Expected tenure of 10 more years.
.With potential for assignment to management and executive positions. |
|---|--|

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defines Mid-Careerist as:

- .Normally GS-13
- .Ages 35 to 45
- .Potential for eventual promotion to GS-15 or higher.

2. In sum DTR's opinions run counter to Group #3's recommendations on the Mid-Career Program - its modifications, enlargement and management - in that he recommends against continuation of a formalized Program.

3. Your 10 December 1969 memo to the participants of Seminar #3 informed them of actions taken to date and stated that:

"These recommendations (From the CMO's) coupled with your fine report will, I think, put me in a better position to determine how I wish to proceed in the development of additional training programs or in the re-evaluation of the Mid-Career Program."

The DTR has done the latter and, I think, the first order of business is the policy issue paper that you suggest, followed by revision of the regulation. I have attached a memo for your signature requesting D/OTR to prepare such a paper.

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Following that, I would prepare for your signature a memo to the #3 Seminararians informing them of the final actions/determinations made on their paper.

4. Career Service structure, within the DD/S, is the subject of a seminar scheduled for early 1971.



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Support Operations Staff/DDS

SOS-DD/S:JRP:ng (13 May 70)

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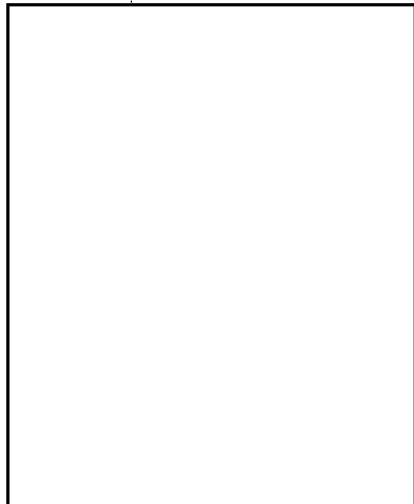
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MEMORANDUM FOR: Deputy Director for Support
SUBJECT : Support Directorate Seminar (Problem Solving)
Report

1. Referent report is attached.
2. The report is the product of the joint efforts of the seminar members, namely:

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Office of Communications
Office of Finance
- Office of Logistics
Office of Medical Services
Office of Personnel
Office of Security
Office of Training
- Office of the Deputy Director
for Support

1. Problem:

The problem presented to Seminar Group #3 was to define "what kind of Midcareer training should be given to employees not selected for the Midcareer Executive Development Course (MEDC)?"

2. Objective:

Early in the discussion of this problem we felt the need to expand our consideration to include the career development of all GS-13 and GS-14 career employees because of the need for:

- a. Revitalizing all employees in this category to maximize their contributions.
- b. Establishing a pool of broadly experienced general Support Officers.
- c. Developing the largest possible number of Support Officers prepared to succeed to senior level positions.

3. Summary Statement:

Working within the context of the Midcareer Training Program, as defined in we formulated a training plan to fulfill the objective stated in Paragraph 2. The plan, described in detail in Paragraph 7, differentiates between the Directorate's total GS-13 and GS-14 population and a smaller number within that total who are selected to participate in the Midcareer Program. It is designed to provide all GS-13 and GS-14 career employees in the Support Services with a maximum opportunity consistent with their capabilities. The plan is designed to mesh as unobtrusively as possible with the activities and responsibilities of the Support

Offices.

4. Facts:

25X1 a. There are currently in the Support Directorate 25X1
25X1 GS-13 and GS-14 employees.

25X1 b. Of this there are currently in the Mid- 25X1
career Program, 145 of whom have attended the Midcareer Exec-
utive Development Course.

c. Since the inception of the Midcareer Training Program in 1963, 185 Support Officers have completed the Midcareer Executive Development Course. The annual quota for Support Officers is currently 32 or approximately eight for each of the four course runnings per year.

d. In 1968 the Midcareer population was increased by 58 promotions to GS-13 while 55 GS-13 and 14 career employees reached age 50. The average GS-13 career employee has been in grade 72 months; the average GS-14 career employee has been in grade 69 months. Tab A presents graphically the population under consideration, i.e., all GS-13 and GS-14 career employees and those in the Midcareer Training Program including those who have taken the Midcareer Executive Development Course.

5. Discussion:

- a. The number of upper level employees who will retire in the next few years (67% of GS-14s and above in the Support Directorate will reach mandatory retirement age by 1975) underscores the urgency of developing and implementing a meaningful and productive training program for the personnel who must succeed to these positions.
- b. At the same time there is a need to provide some degree of revitalization and further training for all GS-13 and GS-14 employees in order that their efficiency and dedication not diminish even though they may not be designated as having potential for further advancement.
- c. The MEDC cannot be used to train all GS-13 and GS-14 employees since its rigid quota system restricts enrollment even for those already in the Midcareer Training Program.]
- d. Even though there are employees in the Midcareer Training Program, it appears that this Program, in practice, has largely degenerated to the point where it consists only of the Midcareer Executive Development Course. Specifically, there are numerous cases where no five-year plans are prepared, or if they are prepared, not followed through. There appears to be no follow-up consultation between participants and those responsible for the Program, nor training specified as necessary or desirable other than the MEDC itself. Consequently, there is a

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lack of awareness on the part of GS-13 and GS-14 employees as to who is actually in the Midcareer Training Program.

e. There is a presumed adverse effect on the morale of some of those not selected for the Midcareer Training Program; there is an apparent unwillingness to release some employees who are eligible and available for Midcareer training; there is the added problem of training those employees who are not physically available because of field assignments.

f. There appears to be no valid correlation between attendance at the MEDC and promotion. It is important, therefore, to emphasize that attendance in MEDC, or for that matter participation in the Midcareer Training Program, does not imply automatic or early promotion.

g. Lack of effective administrative control and direction has emasculated the present Midcareer Training Program. The present selection process does not allow individuals adequately to demonstrate initiative, interest, and aggressiveness. The present Program, as it performs in reality, does little to foster individual potential. An effective Program would involve a participant in more than just a passive way by placing more reliance on personal initiative in developing and implementing a meaningful career plan. The individual Career Services should retain the responsibility for selecting and notifying

their Program participants, as well as aiding them in developing their career plans. Valid mechanisms exist for employees to voice their career interests via re-assignment questionnaires and Fitness Reports, and the respective Career Services should exert maximum use of these vehicles to enable the employee to attain his goal.

h. In addition, there is a need to establish a counseling function in the Office of the DDS. The kind of interaction we envision would enable the DD/S counselor(s) to identify potential candidates for wider ranging responsibilities or assignments lying outside individual Career Services.

i. There is a need to provide some revitalization and reorientation for all employees in the GS-13 and GS-14 levels to make them more effective in their current assignments. Individualized plans are necessary for those selected by their Career Boards for participation in the Midcareer Program. This Program should encompass internal training, which may or may not include the Midcareer Executive Development Course, external training, and job assignments.

j. The present Phase II of the MEDC, which includes presentations by Offices of the Support Directorates and other Directorates, appears admirably suited for a limited training course for all GS-13 and GS-14 employees. This "core" training which we identify as "Support

and Agency Review" (SAR) would ideally be done outside the Headquarters area and would be no longer than two weeks duration. In addition to Phase II material from the MEDC, other material could be drawn from similar orientation and review courses such as Support Services Review--Trends and Highlights, Intelligence Orientation Course, Advanced Intelligence Review Course and the Clandestine Service Review.

6. Conclusions:

- a. It is desirable to provide all GS-13 and GS-14 employees in the Support Directorate with some exposure to the other Support Offices and Directorates for the purpose of revitalizing them and broadening their exposure to the Agency and its activities.
- b. There is a further need for training for a smaller group of GS-13 and GS-14 employees selected as participants in the Midcareer Training Program.
- c. The employees selected for the Midcareer Training Program, as well as those not selected should be notified formally of their Career Board's decision.
- d. The employees not selected for the Program should be reconsidered annually.
- e. The kind of training envisioned for those in the Midcareer Training Program appears beneficial to the Agency even if the individual lies outside the age bracket of

35-45. In this connection, we believe a more useful criterion would be simply that there remain sufficient time in an employee's career for the Agency to realize a return on its training investment.

- f. Training to maintain specialized skills should continue to be encouraged for all GS-13 and GS-14 employees.
- g. A counseling function on the DD/S staff be established and made available to all GS-13 and GS-14 employees to give them an opportunity to discuss their interests, career direction, and specific training. This service should be explained at the time the proposed Support and Agency Review Course is given.
- h. Those selected for the Midcareer Training Program prepare a career plan in collaboration with their Career Service Counselor. This plan should include a combination of formal managerial training from a selected group of courses and an outline of work assignments consistent with the employee's interests and the needs of his Service. Although the time element must be left flexible because of the exigencies of our mission, the plan outlined for an employee ought to be completed within a five year period. Examples of internal and external courses suggested for inclusion in a Midcareer Program are:
INTERNAL - Management, Managerial Grid, Advanced Management (Planning), and ADP Orientation.

EXTERNAL - U.S. Department of Agriculture Management Development Program for Government Managers, Civil Service Commission Middle Management Institute, Kings Point Seminar, College/ University courses/seminars.

For those employees in the Program located in the field, there are appropriate correspondence courses and university extension courses available for them to continue their plans. We underscore the wisdom of giving participants the opportunity of attending at least one external course; a healthy balance or mix of the two types of training should be the objective.

7. Recommendations:

- a. Strive to make maximum use of the Midcareer Executive Development Course (MEDC).
- b. A two-week course be established for all GS-13 and GS-14 career employees. The course should be comparable to Phase II (Agency activities) of the MEDC. The Course should be presented outside Washington approximately four times per year and should include a presentation on the Midcareer Training Program, how selections are made, what training and counseling are available. Class size should be 30-40 students (see Tab B).
- c. A counselor function be established on the DDS staff directly responsible for administration of the entire Pro-

gram. This would augment the existing function within the Support Offices.

d. Selection of participants for the Program remain with the individual Career Services.

e. The Career Services notify all GS-13 and GS-14 career employees that they have been accepted or rejected for participation in the Program.

f. The Career Boards reconsider annually those employees not previously selected for participation in the Program.

g. Employees selected for the Program develop with the Office Counselor a tailored plan which includes appropriate training and work experiences to sharpen his managerial talent and broaden his perspective (see Tab C).

h. A concerted effort be made to identify "generalist Support" positions which could be used for the rotational assignments of promising candidates in the Program.

8. Final Remarks:

The Training plan proposed in this paper does not introduce any major innovations other than the establishment of a counseling function at the DD/S level, a two-week Support and Agency Review Course, and a planned use of rotational assignments. We discerned that the framework of existing regulations, policies, and training capabilities of the Agency are all excellent vehicles for promoting employee development if these mechanisms are properly used. We determined, therefore, that the thrust of our effort

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should be aimed at making maximum use of these in a plan tailored for Support Officers, rather than attempting to superimpose still another layer of new training. Also, we feel constrained to make the following final comment: if adopted, the success of the training plan herein recommended depends upon the continued interest and support of all senior DDS Officers who are responsible for the development of their middle-level employees and who must lay out the program for succession.

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TAB C

Sample Five-Year Plan for Trainee Based at Headquarters

A. <u>Courses:</u>	<u>Additional Cost</u>
1. Internal	
a. SAR (2 weeks)	\$70
b. Management (1 week)	--
c. AM(P) (1 week)	50.
2. External	
a. USDA Management Development Program for Government Managers (2 weeks)	650.
b. Executive Seminar - Skills and Goals of Management, Kings Point (2 weeks)	525.
	<u>\$1,295. *</u>

B. Rotational Assignments:

Two-year assignment to "generalist" position.

* Costs include travel and per diem.

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1 April 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Review of Midcareer Training

REFERENCE : DD/S Memo for DTR, DDS 70-0148 dtd
16 Jan 70, same subj.

1. Referent memorandum forwarded to me a summary of the conference of the Career Management Officers of the Support Career Services on the subject of the Midcareer Training Program, and requested my recommendations for modifications of the Program following study of the Seminar-3 Report, Office Heads' comments, and the CMOs' findings.

2. Let me emphasize at the outset that I genuinely appreciate the personal feelings and the sincerity mirrored in the papers submitted by members of both SDS-3 and the Career Management Officers Conference. Nonetheless, I feel strongly that the recommendations of each group fall far short of the mark. Instead of belaboring the specifics of how to modify the Program and how to devise alternative courses for those not enrolled in MEDC, we should first stop pretending that a viable Midcareer Program exists, and secondly, refrain from persuasions to furnish something special for everyone. An organization cannot be faulted for recognizing and rewarding and developing the talent of its proven "comers"; it can be justly criticized, however, for offering consolation prizes to others who, themselves, could well prove to be the harshest critics.

3. I recommend then that we stop papering over the problem of what to do about the Midcareer Program, abolish it, and leave to respective Heads of Offices the selection of their very best people for the Midcareer Course and other training, both internal and external. We cannot delude ourselves into imagining any longer that there can be even-handed application of specified criteria; that training and assignments can be the same for everyone. We have spent years trying to make the Program work, and in vain. (In OTR I well recall how conscientiously Matt Baird tried; for myself, Head of a Career Service of which I am not a member, I am acutely aware of how powerless I am to carry out the career plan for any

individual.) The more the Agency realizes it must retrench, the less realistic it is to try to plan systematically and far in advance for future executives.

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4. I am confident that this recommendation would be supported in other Directorates. In late 1968 Directorate comments on proposed revisions to regulations in the [] Series were solicited. Those directed to [] Midcareer Training Program, were unanimous in their challenge of the practicality of the training plan as were those of the CMOs. The Clandestine Service pointed out that rotational assignments are equally important to development as formal training. Some questioned the definition of a midcareerist. As a consequence of the convention by coordinators of the substance of the proposed revision and the Program itself, the Support Services Staff did not attempt a redraft. We find, too, an obvious lack of attention to the Program (not the Course) within other Directorates. Recently we tried to determine from Directorates the numbers of officers formally designated as midcareerists who had completed MEDC. Outside the Support Directorate only two career services could identify their midcareerists and the number of these who had attended the course.

5. But if top management argues for continuance of the Program, what then? I would then propose an early revision of [] which OTR would be prepared to draft. A review of the current regulation prompts the following comments:

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a. POLICY. I would not argue against a critical assessment at midcareer of each employee's experience and accomplishments to determine his potential growth. I do argue against any restrictive formalized plan for the employee's future training and growth. I believe each Office Head, working with his Career Board and his CMO, should be permitted the flexibility of planning for an employee's assignments and training within the expected operational atmosphere of his own component.

b. DEFINITIONS

(1) Although the current definition of midcareerist specifies that he is normally a GS-13 career employee between the ages of 35 and 45, I would recommend that such strictures be eliminated in favor of a GS-12--GS-14 range with an expected tenure of at least ten more years service with the Agency. "Potential for

eventual promotion to GS-15 or higher, " given tight ceiling and related restrictions, might better be changed to "potential for assignment to management and executive positions. "

- (2) The definition of the Midcareer Training Program says little and is unnecessary. As emphasized above, the requirement for a formalized training plan should be dropped.
- (3) It goes without saying that I favor continuation of the Midcareer Course. The words "Executive Development" should be dropped from the title. I would delete the second sentence of the existing paragraph.


c. RESPONSIBILITIES

- (1) (a) Age and grade should be changed to conform with subparagraph b (1) above.
- (b) I have previously discussed at sufficient length the elimination of the requirement for a training plan; certainly it is ridiculous to expect that the Director of Training should be consulted in the establishment of a plan for each midcareerist.
- (2) (a) I recommend that monitoring of the training program for an office's midcareerists should be the responsibility of the Head of the Office. Training should be programmed according to the needs of the office and must be coordinated with operating requirements and planned assignments of the individual. I consider the Office Head to be in the best position to oversee the development of his own officers.
- (b) The Chairman, Training Selection Board, no longer approves nominees for the course; this responsibility now lies with the Deputy Directors.
- (3) (a) The current subparagraph no longer will have meaning within the foregoing concept.

- (b) The Director of Training will continue to develop and conduct the Midcareer Course.

6. If we are to have a program based upon selectivity we must demand strict observance of criteria and guidelines. In the past, some offices have used the Program as a means of placing relatively new employees in the Midcareer Course for purposes quite close to EOD orientation. Others have used the Program as an incentive to encourage employees to strive for Midcareerist status in the belief that their professional futures depended on such status. Some offices have appeared to enroll employees in the training course more as a reward for long, faithful service rather than for development. I think seriously that one major impediment to the development of our best people is the existence of the 23 separate career services. I think they should be abolished and a substitute identified. I suggest that there could be four services, one for each Directorate, or three services ordered functionally, i.e., collection, production, and support. There is merit even in a single Agency service. I have proposed to you by separate memorandum that this be made a subject of future seminar discussions.

7. I cannot agree that a second two-week training course, comparable to Phase II of MEDC, should be established for officers not falling in the Midcareerist category. I feel this would heighten the feeling, real or imagined, of second class citizenship of those not selected for enrollment in the Midcareer Course. A second program would place a further heavy drain on speakers, and the course could easily become a dilution of the current Phase II. Several excellent courses are already available to non-midcareerists as well as midcareerists, e.g., the Advanced Intelligence Seminar, the CS Professional Development Program, the many phases of Management training, plus a number of component training courses. External training programs might be given more attention.


FUGH I. CUNNINGHAM
Director of Training

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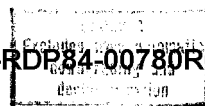
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Synopsis of OTR memorandum on SDS #3

1. Appreciation for thought and effort put into the problem.
2. Instead of "wall papering" the Program we should face up to fact that the Program is ineffective and practically non-existent.
3. Recommendations:
 - a. Elimination of the Program.
 - b. Retention of the Course.
 - c. Office Heads should have selection authority, no need to go to Deputy Director level.
 - d. Selection standards should be GS-12 through GS-14 and students should have an expected tenure of ten more years of Agency service.
 - e. Eliminate "Executive Development" from Course title.
4. Disagree with proposed establishment of a second two-week course for those not selected for Midcareer Course. Reasons:
 - a. Continuation of feeling of second class citizenship for those not selected for the Midcareer Course.
 - b. Heavy drain on speakers.
 - c. Possible dilution of current Phase II.
 - d. Existent courses already available include Advanced Intelligence Seminar, CS Professional Development Course (Advanced Ops), many phases of Management training, component training and external training programs.
5. Also included in memorandum is suggestion that the number of Career Services be reduced and notes that this has been suggested already as a subject for future seminar discussions.

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8 APR 1970

MEMORANDUM FOR: Mr. Coffey

Mr. [REDACTED]

Mr. [REDACTED]

Mr. [REDACTED]

Sometimes you get more than you ask for. The attached memo from OTR responds to Problem Solving Seminar #3 and raises a principle issue on the Midcareer Executive Development Course and a revision of [REDACTED] and eventually suggests a review of the concept of Career Services and the fact that we have 23 Career Service programs.

Mr. [REDACTED] should separate out the comments in response to Seminar #3 and suggest what we should do next, if anything.

The question of the Midcareer Program is posed. We can take it up on a policy issue paper before the Deputies' Meeting and as a result of that meeting revise [REDACTED]. I think this is the best route. On the other hand we could approach the issue through the back door, namely the revision of [REDACTED] which would promote much debate but little resolution. If we go the Deputies' Meeting route then OTR should prepare a basic paper suggesting this revision.

Career Services: A Problem Solving Seminar of the DD/S cannot take on the task of revising all Agency career services--we would have to limit ourselves to the 8 DD/S Career Services. Perhaps we should do this first and see what suggestions or recommendations are offered and if this is a fruitful exercise we might then raise it as a broader issue for the whole Agency to cover. Please let me have your reaction to the above paragraphs.

[REDACTED]

K. L. Summerman

Att: Memo dtd 1 Apr 70 for DD/S fr DTR,
subj: Review of Midcareer Training

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1. Believe direct approach on Midcareer Program is by far preferable.

2. On Career Services, I would urge that we not move until someone makes a case that a change is needed and produces an alternative system. [Hugh Cunningham "damns" what we have without supporting evidence (that I've heard) and with no proposed substitute.]

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DD/S 70-2121

MEMORANDUM FOR: Director of Training

SUBJECT : Midcareer Program

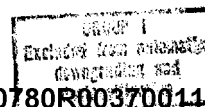
REFERENCE : Your memo dtd 1 Apr 70 to DD/S, subj: Review of
Midcareer Training

1. I appreciate your comments on the papers concerning Midcareer Training and I agree that the Agency regulation on the Midcareer Program is in need of revision to reflect the realities of our experience to date.

2. I ask that you prepare a basic paper suggesting this revision along the lines of the comments made in reference. I would then discuss your paper as a policy issue at a Deputies' Meeting after which the regulation revision could be effected.

R. L. Bannerman
Deputy Director
for Support

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DD/S 70-2121

MEMORANDUM FOR: Director of Training

SUBJECT : Midcareer Program

REFERENCE : Your memo dtd 1 Apr 70 to DD/S, subj: Review of
Midcareer Training

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R. L. Bannerman
Deputy Director
for Support

DD/S/SOS []:ksb (25 May 70)

Distribution:

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